'In' Box

The way O. B. Hardison, Jr., figures it, in the past year alone he's been asked to devote the equivalent of 20 to 30 working days to evaluating the scholarship of various candidates for academic appointments, fellowships, publication, and outside jobs across the country.

Himself a Renaissance scholar, Mr. Hardison has been director of the Folger Shakespeare Library since 1969. He says he has usually been quite willing to undertake the evaluations, even without pay.

"I believe in professional courtesy," he explains.

Recently, however, it struck him that had been called upon once too often for such tasks—and that, to be done properly, they required more time and attention than he rightly could be expected to provide.

So he returned, unreviewed, a "substantial packet of manuscript material" he had received in connection with a professor's application for tenure at a selective private college in the East. The college's president, who is chairman of its tenure committee, had sent him the material without notice, Mr. Hardison says.

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In a letter to the president (who asked, in this instance, to remain anonymous), Mr. Hardison wrote:

"I have decided to refuse all future requests of this nature. I have not decided this because I am lazy or lack professional commitment, but because I feel that in agreeing I [would be] helping to perpetuate a practice that is unfair to the institution making the request, the individual being evaluated, and the individuals asked to do the evaluating."

Noting that he had been offered a $150 fee for what seemed to be at least a two-day task, Mr. Hardison also wrote:

"Is it not a symptom of the inversion of values in American society—and, unfortunately, in the academy as well—that a consultant in personnel is hired . . . at $750 per day, while an academic professional is asked, as a matter of course, to offer judgments of the most sensitive kind, affecting the futures of academic departments as well as the careers of highly trained individuals, at a rate of $75 per day?"

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Mr. Hardison, who will become a professor of English at Georgetown University in January, says colleges and universities should not have to go outside for evaluations.

"A department that can't evaluate its own people has problems," he says.

The president to whom he wrote acknowledges that internal evaluations have become more "troublesome" in academe as legal actions have threatened confidentiality, and scholars have become afraid to make negative assessments lest they 'end up in court."

But that is all the more reason for outside scholars to help, the president says, adding, "I'm a pretty busy person, too, but when I get a letter [asking for an evaluation], I always try to respond."

Personal & Professional

Concern over Departments' Resources Found Widespread Among Professors

By BEVERLY T. WATKINS

Nearly six faculty members in ten do not think their own academic departments have the resources to carry out their missions, a survey conducted for *The Chronicle* has found.

Among those most concerned are faculty members in business, science, and engineering. Students have continued to flock to those programs, requiring departments to offer more courses to accommodate increased enrollments and to try—sometimes without success—to hire more faculty members.

The survey found that in engineering and computer science, for example, more than 70 per cent of the professors did not think their departments were in a position to fulfill their missions. About 60 per cent of the faculty members in business and economics and in science and mathematics felt that way.

A table of results from the survey is on the following page.

Decline in Assistance

Many faculty members who participated in the survey reported that research assistance, secretarial and clerical help, funds for equipment and supplies, and maintenance of buildings and facilities had all decreased, or at best had remained the same, from the fall of 1980 to the fall of 1982.

For example, about one-third of all the faculty members said assistance for research and related activities had decreased, while another 46 per cent said it had held steady in their departments. Fewer than 10 per cent said it had increased.

More than half said money for faculty travel had dropped in the two-year period. About one-quarter said department funds for leaves of absence with pay had decreased, while about half said those funds had held steady.

On the other hand, most faculty members reported that their libraries had maintained or improved their service. However, close to 30 per cent said that the libraries' holdings of periodicals in their fields had decreased, and about 20 per cent said the number of books and other materials in their disciplines had decreased.

The survey was based on a national sample of 4,235 faculty members, who commented on trends that they saw in their departments.

More than one-third of the faculty members, who came from eight different groups of disciplines, said the overall performance of their departments had worsened because of changes in faculty morale. That perception was especially strong in the humanities, and in science and mathematics departments, where more than 40 per cent of those surveyed said changing attitudes had resulted in a drop in performance.

About one-third of the professors, on the average, reported that they had seriously considered leaving their institutions during the last two years to take a position at another college or a job outside academe. More than 40 per cent of the business faculty members said they had considered other positions.

New Positions Not Common

About one-quarter of all faculty members who participated in the survey said their institutions had authorized additional faculty positions for their departments, while half reported no change over the two years.

However, almost 53 per cent of the faculty members in engineering and computer science reported that their departments had new faculty positions, as did 48 per cent of those in business and economics.

Among other survey findings:

► About two-thirds of all professors reported that, in general, their departments were able to attract qualified full-time faculty members for openings.

► About one-quarter of all professors reported that their departments had had no openings during the two years or that they had had positions that were authorized but unfunded so they could not fill them.

The survey was conducted for *The Chronicle* by John Minter Associates, a higher-education research organization in Boulder, Colo.

TIAA Eyes Policy Changes as Pension Issues Heat Up

By ROBERT L. JACOBSON

In a flurry of activity last week focusing on higher education's principal retirement programs:

► Proposals to ease two major restrictions on policyholders by the Teachers Insurance and Annuity Association and the College Retirement Equities Fund were on the agenda of a meeting of their boards of trustees in New York.

► A top official of T.I.A.A. and C.R.E.F. told leaders of state colleges and universities at a conference in Washington that the companies were considering a new pension plan that would let participants obtain up to the full cash value of their accounts at retirement, instead of receiving installments for the rest of their lives.

► Two new committees formed by leaders of the National Association of College and University Business Officers met to consider problems affecting retirement planning in academe.

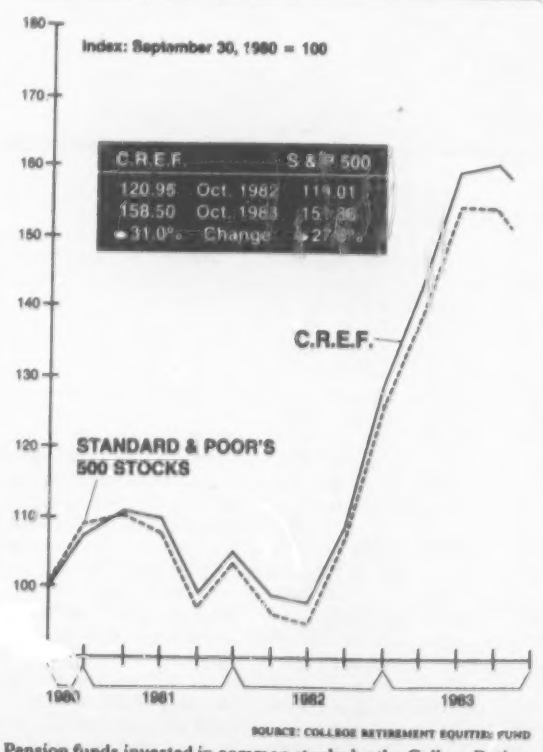
The various meetings took place against the background of preparations by the Carnegie Corporation of New York to announce the creation of a national commission to study retirement issues. They also came at a time of persistent criticism of T.I.A.A.-C.R.E.F. management and investment performance—particularly in the case of C.R.E.F.—and of expanding interest throughout higher education in providing other investment options for employees' pension money.

One proposal before the T.I.A.A.-C.R.E.F. trustees would allow participants to switch any or all of their C.R.E.F. accumulations, which are tied to the stock market, into fixed annuities provided by T.I.A.A. A requirement that participants wait until age 55 to make such transfers would no longer apply, but transfers from T.I.A.A. to the more variable C.R.E.F. accounts would continue to be barred.

The other change would allow participants to withdraw up to 10 per cent of their retirement accumulations in a lump sum whenever

Continued on Following Page

Pension Money in the Stock Market



SOURCE: COLLEGE RETIREMENT EQUITIES FUND

Pension funds invested in common stocks by the College Retirement Equities Fund showed a total investment return (changes in market value, plus dividends, less investment expenses) of 31.0 per cent during the 12 months ending October 31. The value of one "accumulation unit" (share) for October was $65.95.

CHRONICLE SURVEY

Faculty Views of Trends in Their Departments, 1980 to 1982

	Arts (a)	Humanities (b)	Social sciences (c)	Business (d)	Sciences (e)	Engineering (f)	Vocational education (g)	Physical education (h)	All fields
Number of authorized faculty positions has:									
Increased	9.5%	20.2%	16.9%	47.9%	27.0%	52.8%	26.3%	8.2%	25.8%
Held steady	61.3%	49.9%	50.3%	40.3%	55.5%	35.4%	53.4%	74.8%	50.0%
Decreased	28.8%	29.4%	31.6%	8.1%	17.2%	10.9%	19.8%	17.0%	23.3%
Secretarial and clerical assistance has:									
Increased	7.9%	10.4%	7.2%	14.0%	8.0%	10.9%	12.1%	7.5%	9.4%
Held steady	62.9%	63.3%	56.9%	59.1%	71.6%	67.7%	57.1%	69.9%	63.0%
Decreased	25.5%	24.6%	34.8%	22.6%	20.4%	19.3%	29.8%	21.8%	26.0%
Research and related assistance has:									
Increased	8.7%	7.8%	6.9%	17.1%	9.1%	14.9%	12.0%	2.8%	9.6%
Held steady	52.5%	42.8%	47.0%	41.5%	50.6%	45.7%	33.1%	57.2%	46.1%
Decreased	19.9%	37.1%	39.7%	26.3%	32.4%	25.6%	40.2%	20.8%	32.9%
Funds for faculty travel have:									
Increased	7.9%	11.7%	8.5%	11.2%	8.2%	6.2%	6.1%	10.1%	9.1%
Held steady	37.2%	27.1%	32.8%	37.0%	38.1%	41.0%	24.5%	46.2%	34.0%
Decreased	48.7%	56.2%	56.8%	45.7%	51.4%	47.3%	66.4%	43.8%	53.1%
Funds for faculty leaves with pay have:									
Increased	3.2%	5.6%	4.5%	6.6%	5.1%	3.2%	4.9%	3.0%	4.8%
Held steady	52.6%	53.5%	53.4%	46.3%	58.2%	49.9%	37.7%	52.8%	52.5%
Decreased	24.7%	29.7%	28.0%	22.8%	24.3%	24.8%	29.2%	23.0%	26.6%
Due to changes in personnel, the quality of the department's performance has:									
Substantially improved	12.0%	8.9%	7.3%	13.9%	8.3%	10.2%	19.0%	9.9%	9.7%
Slightly improved	25.9%	15.3%	18.6%	31.6%	19.7%	24.5%	20.3%	17.0%	20.6%
Not changed	32.8%	40.9%	44.2%	35.8%	49.2%	34.8%	36.9%	46.9%	41.2%
Slightly declined	10.3%	13.1%	15.1%	6.8%	10.3%	14.4%	9.8%	5.5%	12.2%
Substantially declined	3.0%	5.5%	4.8%	2.6%	4.3%	3.3%	4.0%	2.8%	4.3%
Due to changes in faculty morale the quality of the department's performance has:									
Substantially improved	7.7%	5.6%	3.7%	6.1%	5.9%	5.8%	11.9%	9.2%	5.7%
Slightly improved	15.8%	11.0%	13.4%	13.4%	12.0%	17.7%	11.1%	17.9%	13.3%
Not changed	43.0%	31.5%	33.6%	45.7%	35.4%	38.2%	36.9%	30.7%	36.0%
Slightly declined	18.0%	26.7%	29.8%	19.3%	30.3%	23.8%	25.7%	25.6%	26.2%
Substantially declined	7.2%	14.8%	10.9%	9.4%	11.2%	7.1%	7.5%	8.0%	10.8%
Have you been able to attract qualified staff for full-time positions?									
Yes	45.2%	45.9%	45.1%	36.9%	31.8%	23.5%	33.3%	35.8%	39.4%
Yes, but more difficult	9.9%	10.7%	13.2%	21.6%	15.9%	27.0%	27.8%	8.6%	15.5%
Yes, but compromised on qualifications	5.2%	5.8%	5.0%	16.4%	11.4%	15.1%	6.6%	9.6%	8.6%
No, no qualified applicants	3.0%	6.5%	3.5%	9.2%	9.6%	18.9%	12.7%	4.1%	7.8%
No, unfunded	6.6%	4.1%	5.5%	2.5%	6.9%	5.4%	6.8%	1.2%	5.4%
No opening	24.1%	26.1%	26.3%	11.1%	23.1%	10.2%	8.3%	40.7%	21.9%
Do you feel your department is qualified to carry out its mission?									
Yes	39.2%	34.8%	46.0%	38.2%	36.6%	26.3%	43.1%	45.9%	38.2%
No	57.5%	62.4%	50.2%	59.5%	59.6%	71.0%	54.8%	54.1%	58.6%
Have you seriously considered leaving in the past two years?									
To go to another university or college	25.4%	21.9%	26.6%	32.2%	21.8%	20.7%	18.6%	28.6%	24.3%
To take a job outside academe	12.0%	11.2%	8.5%	9.6%	12.2%	15.6%	25.5%	8.6%	11.5%
To retire early	3.8%	8.3%	4.3%	1.9%	4.9%	6.5%	4.4%	4.8%	5.3%
No, not seriously	55.0%	57.5%	59.3%	54.7%	59.8%	56.0%	51.5%	57.1%	57.5%

	Arts (a)	Humanities (b)	Social sciences (c)	Business (d)	Sciences (e)	Engineering (f)	Vocational education (g)	Physical education (h)	All fields
Faculty control over academic personnel decisions has:									
Increased	4.2%	9.6%	4.8%	11.4%	7.2%	9.9%	12.5%	3.5%	7.7%
Held steady	63.5%	55.4%	63.0%	62.8%	63.2%	61.8%	55.6%	66.6%	30.9%
Decreased	22.6%	27.1%	26.2%	14.0%	21.1%	13.6%	19.2%	20.5%	22.3%
Number of course offerings has:									
Increased	34.5%	21.3%	21.3%	43.2%	34.0%	45.4%	36.4%	42.6%	30.3%
Held steady	47.8%	45.0%	54.5%	39.4%	46.1%	41.7%	46.8%	29.8%	47.1%
Decreased	16.5%	31.4%	22.9%	14.0%	16.2%	12.0%	13.1%	27.6%	20.9%
Undergraduate enrollment has:									
Increased	27.1%	38.9%	28.3%	62.7%	47.6%	71.4%	32.7%	24.1%	42.0%
Held steady	40.2%	39.6%	39.4%	22.5%	34.6%	17.1%	33.1%	42.6%	34.4%
Decreased	29.9%	18.5%	26.4%	9.2%	16.9%	9.4%	28.6%	33.3%	20.0%
Graduate enrollment has:									
Increased	12.7%	13.8%	19.6%	35.3%	18.2%	35.6%	21.2%	9.0%	21.0%
Held steady	25.8%	35.1%	32.7%	27.7%	43.4%	22.8%	24.8%	37.0%	31.8%
Decreased	18.7%	29.2%	31.2%	9.9%	25.0%	8.9%	16.2%	9.5%	22.3%
Number of majors has:									
Increased	17.9%	21.9%	17.1%	56.1%	27.8%	61.1%	29.2%	4.7%	29.2%
Held steady	45.5%	39.6%	44.9%	29.2%	44.8%	25.3%	34.4%	39.7%	39.4%
Decreased	33.6%	29.9%	29.3%	7.5%	21.7%	6.1%	28.8%	48.1%	24.0%
Academic prerequisites for majors have:									
Increased	10.4%	13.3%	9.5%	29.1%	12.1%	24.1%	20.4%	13.6%	14.9%
Held steady	82.8%	75.3%	81.1%	63.1%	79.1%	70.4%	69.2%	76.5%	76.1%
Decreased	4.6%	6.5%	4.3%	2.6%	5.4%	1.6%	5.5%	8.9%	4.7%
Library holdings of periodicals in my field have:									
Increased	28.5%	16.4%	26.7%	35.1%	19.8%	32.3%	30.6%	42.1%	25.2%
Held steady	41.6%	38.4%	30.9%	36.2%	44.8%	37.4%	40.1%	38.0%	37.6%
Decreased	21.0%	38.5%	32.7%	13.6%	30.9%	18.1%	20.9%	13.8%	28.5%
Library holdings of books and other media in my field have:									
Increased	48.8%	34.7%	38.5%	45.0%	35.5%	39.6%	39.6%	51.8%	39.1%
Held steady	33.4%	29.9%	29.8%	30.5%	41.3%	32.4%	37.7%	30.3%	32.7%
Decreased	13.1%	26.5%	22.4%	9.3%	17.0%	14.5%	13.9%	11.9%	19.0%
Library services to faculty members have:									
Increased	18.5%	14.8%	20.3%	22.7%	16.4%	15.2%	19.9%	31.7%	16.1%
Held steady	70.7%	61.5%	57.3%	57.9%	64.8%	61.6%	58.5%	60.5%	61.3%
Decreased	8.2%	19.0%	17.3%	10.2%	14.7%	13.6%	16.5%	6.1%	15.1%
Budget for equipment and supplies has:									
Increased	23.6%	17.1%	15.0%	24.8%	22.7%	36.8%	19.0%	25.0%	21.2%
Held steady	21.0%	26.2%	33.0%	34.2%	33.7%	34.7%	26.0%	43.2%	30.7%
Decreased	48.2%	49.6%	46.4%	29.2%	39.6%	25.1%	51.3%	30.5%	42.1%
Replacement and renewal of equipment has:									
Increased	12.8%	8.8%	22.3%	20.8%	12.6%	25.8%	13.6%	12.8%	13.9%
Held steady	36.9%	40.9%	44.2%	43.2%	39.4%	35.5%	45.1%	52.9%	41.1%
Decreased	43.7%	39.8%	36.8%	24.2%	43.1%	38.3%	36.5%	30.3%	37.7%
Maintenance of buildings and facilities has:									
Increased	13.7%	18.1%	11.0%	19.2%	10.9%	14.7%	7.7%	20.2%	14.1%
Held steady	52.9%	46.7%	51.2%	48.2%	53.7%	51.2%	53.0%	44.9%	50.4%
Decreased	31.7%	31.1%	31.5%	23.7%	33.8%	30.8%	37.2%	34.9%	31.3%

(a) Includes architecture, cinema, dance, music, and theater.
(b) Includes classics, English, languages, journalism, literature, philosophy, religion, and speech.
(c) Includes education.
(d) Includes economics.
(e) Includes mathematics.
(f) Includes computer science.
(g) Includes agriculture, electronic and engineering technology, health, home economics, nursing, occupational and physical therapy, and textiles.
(h) Includes coaching and recreation.

Note: Survey data are based on responses from 4,235 faculty members who offered courses from the fall of 1980 through the fall of 1982. To include faculty members newly hired, the sample was drawn from faculty lists that were revised in September, 1982. Data are weighted to represent faculty members at colleges and universities of all types except law and medical schools, proprietary institutions, private two-year colleges, and colleges with fewer than 500 students. Data are also weighted according to the distribution of faculty members in each of eight discipline groups. Technical inquiries about the survey design and sampling techniques should be addressed to John Minter Associates, P. O. Box 107, Boulder, Colo. 80302.

SOURCE: SURVEY FOR THE CHRONICLE BY JOHN MINTER ASSOCIATES

Pensions *Continued from Preceding Page*

they retire, rather than only after reaching age 55.

Except for the 10-per-cent option, the current T.I.A.A.-C.R.E.F. policy has prevented participants from tapping their annuity accounts for cash or using any of their accumulations for tax-free "rollovers" into other retirement accounts. Those restrictions are one reason that some colleges have moved to mutual funds and other investment programs.

'Operational Problems'

One of last week's meetings was the organizational session of a five-member panel of the business officers' association, known as NACUBO. The committee is expected to examine what D. Francis Finn, the association's executive vice-president, called "operational problems" involving T.I.A.A. and C.R.E.F., and retirement planning generally.

Saying that material published by the association may have contributed to recent controversies over T.I.A.A. and C.R.E.F., Mr. Finn remarked, "Now that we've got everybody's attention, it's time we made sure that what we're doing is best for the faculty and staff."

He added that NACUBO hoped to work with the sister pension companies as "sort of a user group," and that it would try not to duplicate the projected Carnegie study.

On the assumption that that study would focus on "philosophical issues," Mr. Finn said, the NACUBO panel is likely to concentrate on finding better ways to advise employees of retirement issues and options.

A vocal critic of T.I.A.A. and C.R.E.F., Roy A. Schotland, professor of law at the Georgetown University Law Center, has suggested that some colleges and universities may not have adequate staffs or expertise to help employees make informed decisions about retirement planning.

Mr. Schotland has called on both NACUBO and the pension companies to provide greater support in that area.

The NACUBO panel's chairman is Raymond M. Krehel, vice-president for business and finance at Colgate University. He said he hoped the panel would produce a report and recommendations by next May.

At the other committee meeting in New York, also attended by Mr. Krehel and described by him as "very constructive," several higher-education representatives met with seven trustees of T.I.A.A. and C.R.E.F., including six selected by policyholders, and discussed policyholders' concerns.

A 'Unique Lock-In'

Mr. Schotland, who participated in that meeting, has often charged that the two companies have a "unique lock-in" on participants' funds. He repeated that charge in Washington last week to some 30 campus officials at the annual convention of the National Association of State Universities and Land-Grant Colleges.

In speaking to the same group, Donald S. Willard, executive vice-president for college services at T.I.A.A. and C.R.E.F., disclosed that the companies were looking into the possibility of offering a new kind of "group annuity contract" that would provide cash-out privileges at retirement.

Mr. Willard said in an interview that the cash-out idea had been considered twice before in the last three years—once in connection with an antidiscrimination law in Michigan and another time in light of federal "unisex" requirements—but that on neither occasion was such a plan put into effect.

He said the latest review of the idea by T.I.A.A. and C.R.E.F. had been prompted by interest at colleges and universities. However, he also described the plan in terms that reflected the companies' long-standing reluctance to offer it. Such a plan might be made available, Mr. Willard said, "if an institution felt it didn't care what happened" to employees' pension funds after their retirement.

Officials of T.I.A.A. and C.R.E.F. have often stressed that their goal is to provide a secure lifetime income for retirees from academe. That goal could be compromised, they have cautioned, by cash-out options or investment programs more speculative than C.R.E.F., which invests largely in equities tracked by the Standard and Poor's 500 Stock Price Index.

Mr. Schotland said he agreed with T.I.A.A. and C.R.E.F. officials that participants should not have free access to all the cash in their accounts, but he argued that they should be allowed to use the money for rollovers into other accounts of their choosing.

The popularity of alternatives to T.I.A.A. and C.R.E.F. was described at the Washington meeting by Robert M. Wilson, director of university personnel programs at the Johns Hopkins University. Since last January, he said, when some 1,600 faculty members and senior staff members there were first given a choice, about 25 per cent have switched to other plans for at least some of their retirement investments.

The alternatives have been even more popular among several dozen new employees, he said, attracting close to two-thirds of them. The options, besides T.I.A.A. and C.R.E.F., are retirement programs managed by Connecticut General Life Insurance Company, the Vanguard Group of Investment Companies, and Twentieth Century Investors, Inc.